

Mumbai University

Question Paper

[IDOL – OLD COURSE]

(MAY – 2018)

PAPER - IV

ELECTIVE

**STRATEGIC IT
MANAGEMENT**

Time: 3 Hours**Total Marks:** 100**N.B.:** (1) Question No. 1 is Compulsory.

(2) Attempt any four from Question Nos. 2 to 7.

(3) Make Suitable Assumptions Wherever Necessary And State The Assumptions Made.

(4) Answer To The Same Question Must Be Written Together.

(5) Number To The Right Indicates Marks.

(6) Draw Neat Labeled Diagrams Wherever Necessary.

Q.1 ATTEMPT THE FOLLOWING QUESTIONS: (20 MARKS)**(A)** Give your views and examples to support the following quotes made by the eminent personalities:**(i)** Things are always different – the art is figuring out which differences matter. – Laszlo Birinyi. (5)**(ii)** Successful business strategy is about actively shaping the game you play, not just playing the game you find. – Adam Brandenburger and Barry Nalebuff. (5)**(iii)** Without a strategy the organization is like a ship without a rudder – Joel Ross and Michael Kami. (5)**(iv)** If a company is not "best in world" at a critical activity, it is sacrificing competitive advantage by performing that activity with its existing technique. – James Brian Quinn. (5)**Q.2 ATTEMPT THE FOLLOWING QUESTIONS: (20 MARKS)****(A)** What do you understand by the word "Strategy" and "Strategic Management"? Why is a strategy considered to be both proactive and reactive? What are the patterns of actions and business approaches that define a company's strategy? (8)**(B)** What is "Diversification"? Explain the factors that signal when it is time to diversify. (6)**(C)** Explain the impact of the Internet Technology on "Supply Chain Efficiency" and "Internal Operating Efficiency". (6)**Q.3 ATTEMPT THE FOLLOWING QUESTIONS: (20 MARKS)****(A)** Mention the different forms used in the process of crafting a strategy. Explain the Chief Architect Approach and the Delegation Approach in detail. (8)**(B)** Explain in brief any three topics covered in Value Statements and any three topics covered in Codes of Ethics. (6)**(C)** Explain Export strategies and Franchising strategies in brief. (6)**Q.4 ATTEMPT THE FOLLOWING QUESTIONS: (20 MARKS)****(A)** Explain what do you understand by "Driving forces" and "Key Success Factor"? Explain any five categories into which these driving forces fall in. Also mention any five key success factors of an industry and explain them in brief. (8)**(B)** Explain any five actions that can be undertaken by an organization to cure the turnover for businesses in crisis. (6)**(C)** Explain Licensing and Export strategies in brief. (6)**Q.5 ATTEMPT THE FOLLOWING QUESTIONS: (20 MARKS)****(A)** What are "Strategic Alliances"? What are their advantages? Give any two examples of recent strategic alliances. (8)**(B)** Explain any two strategic mistakes made by early Internet Entrepreneurs what was their impact on the organization in detail. (6)**(C)** Discuss the different methods for creating a strong fit between Strategy and Culture. (6)**TURN OVER**

Q.6 ATTEMPT THE FOLLOWING QUESTIONS: (20 MARKS)

- (A) What is a Company Value Chain? Why do the Value Chains of Rival Companies often differ? Draw a Representative Company Value Chain and explain it in brief. (8)
- (B) Differentiate between Multicountry Strategy and Global Strategy. (6)
- (C) Explain the impact of the Internet Technology on the following: (6)
- (a) *Supply Chain Efficiency*
- (b) *Distribution Channel Efficiency*

Q.7 ATTEMPT THE FOLLOWING QUESTIONS: (20 MARKS)

- (A) Why do organizations have strategic alliances and joint ventures with foreign partners? What are the risks of having Strategic Alliances with them? (8)
- (B) Explain the pros and cons of Unrelated Diversification. (6)
- (C) Explain any four strategic moves in Maturing Industries. What are the strategic pitfalls in such industries? (6)
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